

# Changing To a 21st-Century Army Reserve

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**O**n September 11, 2001, conditions changed dramatically—for our nation, our Army, our soldiers and our families. As President George W. Bush stated just days after the September 11 attacks, “This will be a differ-

ent kind of conflict against a different kind of enemy. This is a conflict without battlefields or beachheads, a conflict with opponents who believe they are invisible.”

Like all wars, this war is dirty, dangerous, lethal and stressful; but, as in all of our prior wars, our brave men and women have performed magnificently in answering their nation’s call to duty. This war is in fact different from what we had prepared for. We



*A Military Police (MP) soldier from the 810th MP Company is silhouetted against the morning sky as soldiers prepare weapon systems for convoy operation.*

are engaged in a protracted war, not one with a discrete beginning, discernible end and contained geography. Further, our enemies—terrorists—are difficult to identify, fix and finish. We are deployed globally to multiple theaters of operation. We fight on an asymmetric, rather than a linear, battlefield. All of these conditions mandate that we change to meet the contemporary operating environment as opposed to remaining comfortable in our current ways.

This changed condition of warfare has greatly affected our armed services, especially the reserve components. During the Cold War, the Army, including its reserve components, did not deploy often and routinely. The Army Reserve, which was then composed of combat arms, combat support and combat service support units, supplemented the active Army with like units for similar missions. Today, the deployment of our Army and its reserve components has become more routine. Now, the Army Reserve is made up wholly of combat support and combat service support



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*June 1999 to August 1999, he served as the commander of the joint task force conducting Operation Provide Refuge at Fort Dix, N.J., and he was the military assistant, Manpower and Reserve Affairs (Individual Mobilization Augmentee), Office of the Assistant Secretary of the Army, from October 1999 to May 2001. Gen. Helmlly entered the Army as an enlisted soldier in 1966 and received his commission through Officer Candidate School in 1967. He served on active duty from 1966 to 1973 in a variety of company- and battalion-level assignments, including two tours in Vietnam with the 101st Airborne Division and command of an infantry company in Panama. As an Army Reservist, he has held logistics and operations positions in the 87th Maneuver Area Command and the 81st Army Reserve Command (ARCOM). He commanded the 352nd Maintenance Battalion in Macon, Ga., and the 449th Area Support Group in Forest Park, Ga. He was also the deputy chief of staff for training and the deputy chief of staff for Personnel of the 81st ARCOM. His military education includes the Infantry Officer Basic and Advanced Courses, the Command and General Staff College, the Armed Forces Staff College and the Army War College. He is a graduate of the State University of New York in Albany. Gen. Helmlly was serving as the assistant deputy chief of staff for operations at the Total Army Personnel Command, Alexandria, Va., in his civilian occupation when he was named chief of the Army Reserve.*



units, which provide skill-rich capabilities that complement the active Army.

In the past, a line of departure and other linear battlefield control measures identified where friendly territory ended and enemy territory began. On the battlefield, Army Reserve units were generally assured to locate in a secure rear area with combat units providing force protection. Those days are gone. Army Reserve units deploy, trained and ready, and they perform their mission in a combat theater where there is no such place as a secure rear area.

These changed conditions lead to one clear, convincing conclusion: the reserve components must change also. To that end, the Army Reserve is using the energy and urgency of Army transformation and the demands of the global war on terrorism to change. We are overhauling our organization from a technically focused force-in-reserve to a learning organization that provides trained, ready “inactive duty” citizen-soldiers, poised and available for active service, as ready as if they knew the hour and day they would be called.

More than 140,000 Army Reserve soldiers have been mobilized in the global war on terrorism. Tens of thousands are deployed, preparing for deployment or just returning. Today, a call to active duty is no longer a remote possibility, but rather an expectation for which all of our Army Reserve soldiers, their families and employers are preparing. Army Reserve soldiers perform critical jobs ranging from transporters, medics and fuel handlers to ministers, logisticians and mechanics. Baptism by fire has taught our citizen-warriors that every convoy, every medical evacuation and every fuel run is a combat operation on the front lines of this war, as certain to engage the enemy as any combat unit.

Amid today’s unprecedented operational tempo, the changes the Army Reserve seeks are far-reaching, deep and profound. They are unsettling to some. While these changes involve hard work and tough decisions, they are critical to leading the institution forward to excel under current and future conditions, instead of remaining com-

*Team leaders of the 100th Battalion, 442nd Infantry, the Army Reserve's only remaining ground combat unit, conduct after-action reviews with squad members. The unit is deployed in support of Operation Iraqi Freedom.*

fortably poised for a past which no longer exists.

The center of gravity for our change is a comprehensive new strategy that we have developed—the Army Reserve Expeditionary Force (AREF). We partnered closely with the Army so that AREF reflects and complements the Army Force Generation model. AREF is revolutionary for the Army Reserve, because it applies Army modular force doctrine while guiding the programming decisions made about training, materiel, leader development and education, personnel and facilities. The AREF strategy enables us to pursue packaged and cyclic resourcing of capabilities instead of tiered resourcing against a time-phased force deployment list. AREF is the lens through which we view how our units and soldiers are organized, equipped, trained and mobilized.

AREF changes the way the Army Reserve generates and prepares trained, ready forces to meet the operational requirements of combatant commanders. The AREF rotational force consists of 10 Army Reserve Expeditionary packages. The majority of Army Reserve units are assigned to one of the 10 packages. These packages cycle through a five-year rotational cycle of readiness levels, ranging from reconstitute and train (both individual and collective) to validation and employment. AREF enables us to achieve a high level of readiness in planned, deliberate time periods and provides a means to program and manage the resources required years in advance. This predictability is defined as the frequency with which a soldier or unit is made available for operational deployment within a given period of time.

With AREF, the Army Reserve provides sustained support to combatant commanders, adds rotational depth to the Army, spreads the operational tempo across the force and adds predictability to the institutional processes that support our soldiers, their families and employers. With AREF as our overarching strategy, let me review some of the changes currently under way in the Army Reserve.

■ **BRAC 2005 and facilities.** Just as important as our expeditionary strategy, DoD's recommendations for base closure and realignment (BRAC) signify a major way the Army Reserve seeks to change the organization. BRAC provides us a tremendous and powerful engine to propel organization and support process change. Army Reserve senior leadership was an integral participant in the two years of preparation preceding the release of DoD's BRAC



recommendations last May. BRAC 2005 provides the Army Reserve with an immense opportunity to change—for the better. Those changes include stationing our forces in more modern, up-to-date facilities, streamlining our command and control and reducing overhead costs. BRAC 2005 empowers us to improve training, mobilization and readiness by better positioning our force. I respect the fact that some may view the BRAC recommendations as threatening to themselves and their families, units and communities, but our end state for the Army Reserve must concern the health of the entire organization, while mitigating against adverse effects to individual locations.

■ **Training.** After three years at war, almost half of the soldiers in the Army Reserve are veterans of the global war on terrorism. These courageous citizen-warriors represent a tremendous experience base to train new soldiers far into the future. To leverage this valuable experience, we refocused our training to concentrate on the warrior tasks our soldiers can expect to face in combat. We replaced “week-end drills” with “battle assemblies,” and now conduct convoy live-fire training at Forts Dix, McCoy, Bliss and Hunter-Liggett. This past summer, we instituted warrior exercises with Desert Warrior. An observer/controller cadre and a challenging opposing force element combine together in a tough scenario that stresses the collective training skills and survivability of our units. Our trainers also pioneered a counter-improvised explosive device (IED) train-the-trainer course, and are now designing and implementing IED training plans that give our soldiers the skills they need to stay alive on the battlefield.

We activated the new 84th Army Reserve Readiness Training Command (ARRTC) by integrating the 84th Division (Institutional Training) and the former Army Reserve Readiness Training Command. We sharpened the focus of the noncommissioned officer education system by consolidating oversight of our three NCO academies under the Schools Directorate of the ARRTC.

■ **Equipping.** One of our greatest challenges lies in pro-



viding a full complement of the right equipment to our soldiers. To get the full equipment to the soldiers who are deploying, we devised a dynamic new equipping strategy that is synchronized with AREF. As units progress through each year of the five-year AREF rotational cycle, their state of readiness increases. Units in the window for deployment receive full complements of modernized equipment, compatible with the active Army. Some equipment, such as individual weapons and protective masks, is retained at home station, but most is centralized at training sites. Equipment to support deployments is maintained at strategic deployment sites, where it is kept in controlled humidity storage and shipped when needed. During reconstitution, equipment is returned to readiness standards. Our equipment goes where it is needed most—with the units heading out the door for an overseas deployment.

To get the right equipment to our units, Army Reserve logisticians have developed an integrated database for logistics analysis and decision making known as LOGDAT. This database integrates data from Army logistics automation systems into a single, comprehensive database. Using LOGDAT, Army Reserve leaders can make accurate equipping decisions based on near real-time information. LOGDAT is a critical enabler for logistics support to AREF.

■ **Leader development and education.** Implementing AREF requires strong and competent leadership throughout the organization. To develop officers and noncommissioned officers with the agility and adaptability needed to lead in the 21st century, we are changing how we develop Army Reserve leaders. We started by implementing an Army Reserve Leadership Campaign Plan in 2004. The plan established new ways to train leaders, including the company team leader development course (commander, first sergeant, and unit assistor); leader development guides for officers and NCOs with an emphasis on leadership as opposed to career; a mentorship program; and a senior leader training program. The senior leader program focuses on embedding the intellectual skills senior leaders need to implement change in the Army Reserve. Every general-officer level command in the Army Reserve has conducted this program over the past two years, including the Army Reserve staff. We established firm standards for selecting who leads our soldiers, and introduced an Army Reserve combat leader validation program and systems to conduct command climate assessments.

We forged new roads to enroll more Army Reserve officers into the Army's leadership institutions. When the

Army eliminated the Combined Arms and Services Staff School, the Army Reserve adopted and carried on this training in the form of the new 16-day Combined Arms Exercise (CAX). CAX belongs to the Army Reserve and the professional development brigades in our institutional training divisions that are teaching its five core learning objectives to captains and majors across the force. In addition, every eligible Army Reserve major is now required to graduate from the new Intermediate Leadership Education-Common Core course as a prerequisite to attaining the rank of lieutenant colonel.

■ **Personnel.** The Army Reserve continues working closely with the Department of the Army to update nearly 50 antiquated policy and regulatory issues. The past year saw changes in several policies. Now, mobilized officers and enlisted soldiers can be promoted. Non-citizen-soldiers can extend their enlistments, and the maximum years of service for enlisted personnel has been suspended. However, much remains to be done to transform existing authorities from the Cold War-era to better support the joint and expeditionary goals of the Army's Future Force.

To increase unit personnel readiness, the Army Reserve implemented a trainees, transients, holdees and students



*MSgt. Monique Ritz (right) teaches a group of Iraqi military medics how to reinflate a lung during a class in Taji. Ritz is a member of the U.S. Army Reserve's 98th Training Division. She and other 98th soldiers were deployed in late 2004 to provide a wide variety of training to Iraqi forces.*

*SSgt. Angela Barnhardt-Cole, a medic from the 73rd Field Hospital in Tampa, Fla., is welcomed home during the homecoming ceremony for the 320th Military Police Company in St. Petersburg, Fla.*

*Spc. Christopher O'Brien checks a civilian contract vehicle at the traffic control point on Logistical Support Area Anaconda.*



(TTHS) account patterned after the active Army TTHS account. Selected soldiers who are identified as unready for mobilization and deployment are accounted for in TTHS and intensively managed by a cadre of personnel specialists who resolve their problems or initiate separation actions. Seven Army Reserve commands began TTHS operations in November 2004 and have returned almost 5,000 Army Reserve soldiers to their unit ready and deployable. As a result, commanders can focus their efforts on unit readiness and training. Eight additional Army Reserve commands begin TTHS operations in November 2005.

■ **Recruiting and retention.** We are aggressively improving Army Reserve incentives to gain and retain soldiers. New enlistees are eligible to receive up to a \$10,000 bonus. Reenlisting soldiers are now eligible to receive up to \$15,000, which greatly helps in reenlisting first-term soldiers, who make up a primary retention challenge. We offer selected soldiers the opportunity to retrain into high-demand, critical skill areas and receive a \$2,000 conversion bonus. Focusing on officer incentives, we increased or added officer and warrant officer affiliation and accession bonuses. We want to provide more flexibility in how incentives are offered to meet readiness needs.



■ **Families.** Taking care of families remains a vital and integral part of readiness. The majority of our soldiers indicated their concern time and again about stress on their families during mobilization and deployment. The Army Reserve continues to refine a host of initiatives we started in 2001. The Fundamental and Developmental Family Program Academy provides volunteers with the training they need to maintain viable, functioning family readiness groups at the unit level. The Operation READY (Resources for Educating About Deployment and You) curriculum consists of a series of resources that provide families with information about deployments. The Army Reserve now employs a child and youth service (CYS) program manager and nine regional CYS coordinators who address Army Reserve child care, youth development and school transition through community-based programs. The Army Reserve commitment to family programs revolves around supporting soldiers and their families at all stages of the readiness cycle—premobilization, deployment and postdeployment—with the intent of minimizing disruption and anxiety. Our soldiers and their families deserve no less.

On a recent trip to Kuwait, Iraq and Afghanistan, I was privileged to participate in the reenlistment ceremonies of almost 100 Army Reserve soldiers. These brave men and women volunteered to reenlist in the U.S. Army Reserve while serving in a combat theater. I was honored and humbled by the opportunity to reenlist these soldiers. I am proud to serve with them and all of the soldiers in the Army Reserve.

Despite the strain and danger of daily combat operations, elusive enemies, long hours, the unforgiving desert environment and separation from loved ones, deployed soldiers told me, time after time, that they are proud to serve our country. They are truly the American heroes of this generation. My greatest ambition is to ensure that the Army Reserve continues to attract and retain Americans of this high caliber to fill the ranks of its all-volunteer force. We owe it to these brave Americans—and their families—to provide the best organization, leadership, training and equipment possible.